



# City Council Workshop

## February 20, 2014

### Agenda

#### **5:30 P.M. Workshop**

- A. Redistricting Ward lines – Sue Clements-Dallaire and Rosemary Mosher (15 minutes)
- B. Norway Savings Bank Arena Financial Update and Goals – Josh MacDonald (45-60 minutes)
- C. Goals and Initiatives – Clint Deschene



# City Council Workshop Information Sheet

## City of Auburn

**Council Workshop Date:** February 20, 2014

**Item** A

**Author:** Sue Clements-Dallaire, City Clerk

Item(s) checked below represent the subject matter related to this workshop item.

**Comprehensive Plan**    **Work Plan**    **Budget**    **Ordinance/Charter**    **Other Business\***    **Council Goals\*\***

\*\*If Council Goals please specify type:    *Safety*    *Economic Development*    *Citizen Engagement*

**Subject:** Redistricting Ward Lines

**Information:** The Legislature completed redistricting for State Senate, State House, and County Commissioner districts earlier last year and the new districts were enacted on June 14<sup>th</sup>, 2013.

30-A §2503 (2) states that “the Municipal Legislative body must enact the reapportionment ordinance within 12 months after the Legislature has reapportioned the House and Senate districts”.

We have been working on the ward lines and have worked on a number of iterations and feel we have come up with a great option which closely balances the Wards by inhabitants. Title 30-A §2503 1B states “each district must contain as nearly as possible the same number of inhabitants as determined according to the latest Federal Decennial Census, but districts may not differ in number of inhabitants by more than **10%** of the inhabitants in the smallest district created” and with the ward boundaries we’ve come up with, we were at 270 (approximately 5-6%) difference between the ward with the lowest number of inhabitants to the ward with the highest number of inhabitants. It also reduces the number of candidate ballot styles (Primary Election) in Ward 3 from 15 to 12 (all other wards will have 9 ballot styles and these numbers do not include State Referendum and Municipal ballot styles). Still a high number of ballot styles but a little less room for error when handing out ballots.

So moving forward, if we wanted to implement the new Ward lines on time for the June election, in order to reduce ballot styles, we would have to move quickly because it requires a public notice and hearing and two readings because it is an ordinance change and the Secretary of State’s office will be ordering ballots on March 18<sup>th</sup> for the June 10, 2014 Election.

**Financial:** N/A

**Action Requested at this Meeting:** Discussion

**Previous Meetings and History:** N/A

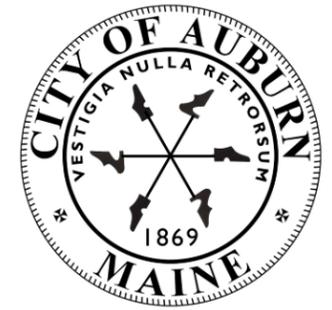
**Attachments:**

Proposed ward maps

Population by ward based on newly proposed ward maps

*\*Agenda items are not limited to these categories.*

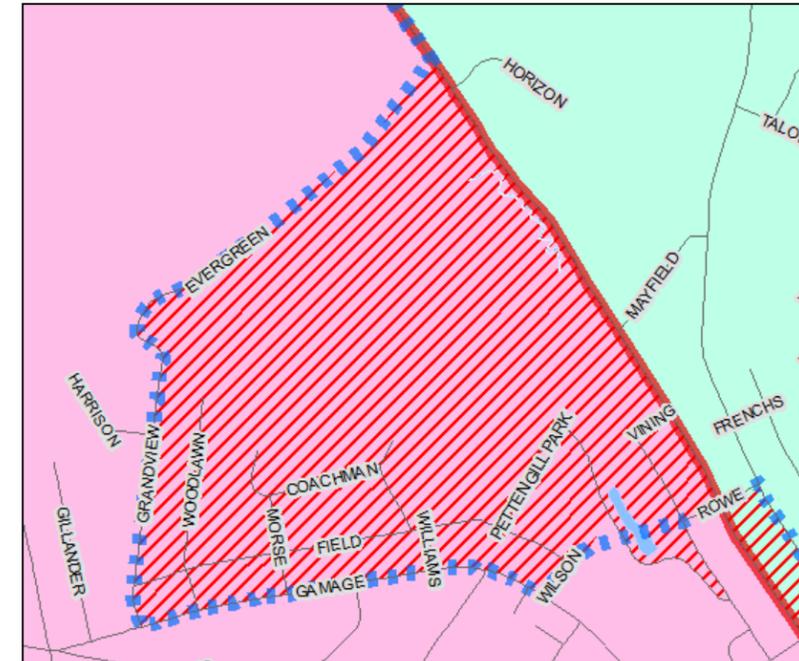
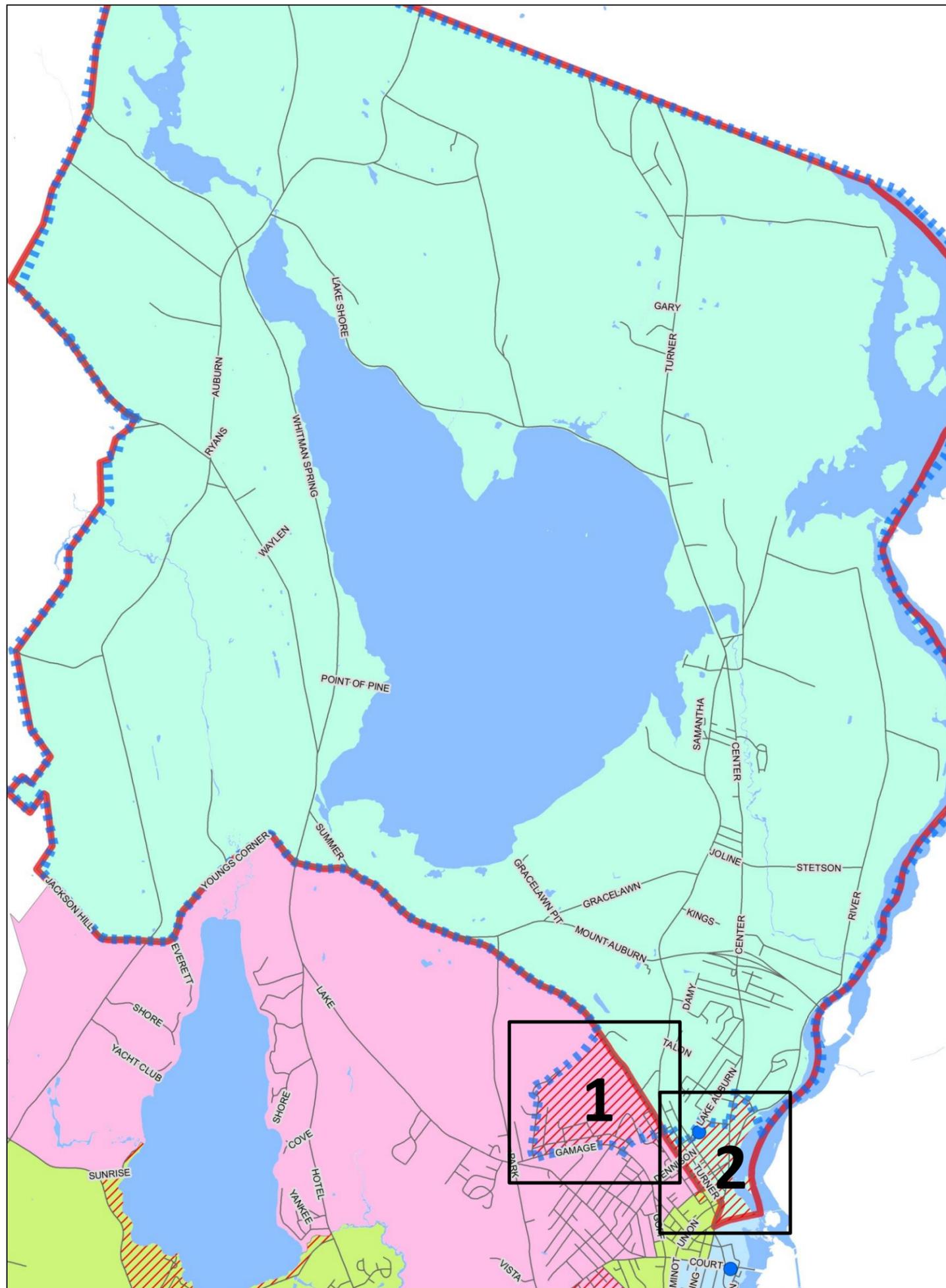




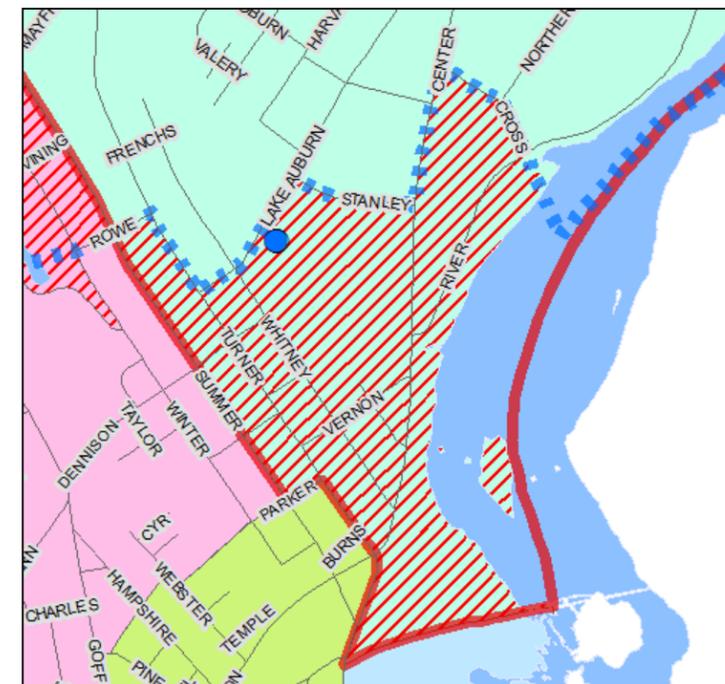
# City of Auburn Redistricting Ward 1

**Legend**

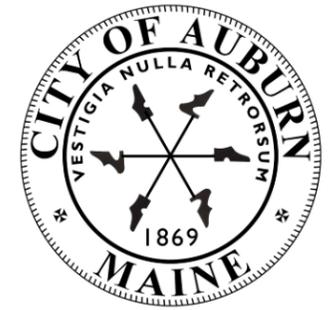
- Polling Location
- Ward 2
- Ward 1
- Ward 3
- Ward 4
- Ward 5
- Current Ward Boundaries
- Proposed Ward Boundaries
- Changes



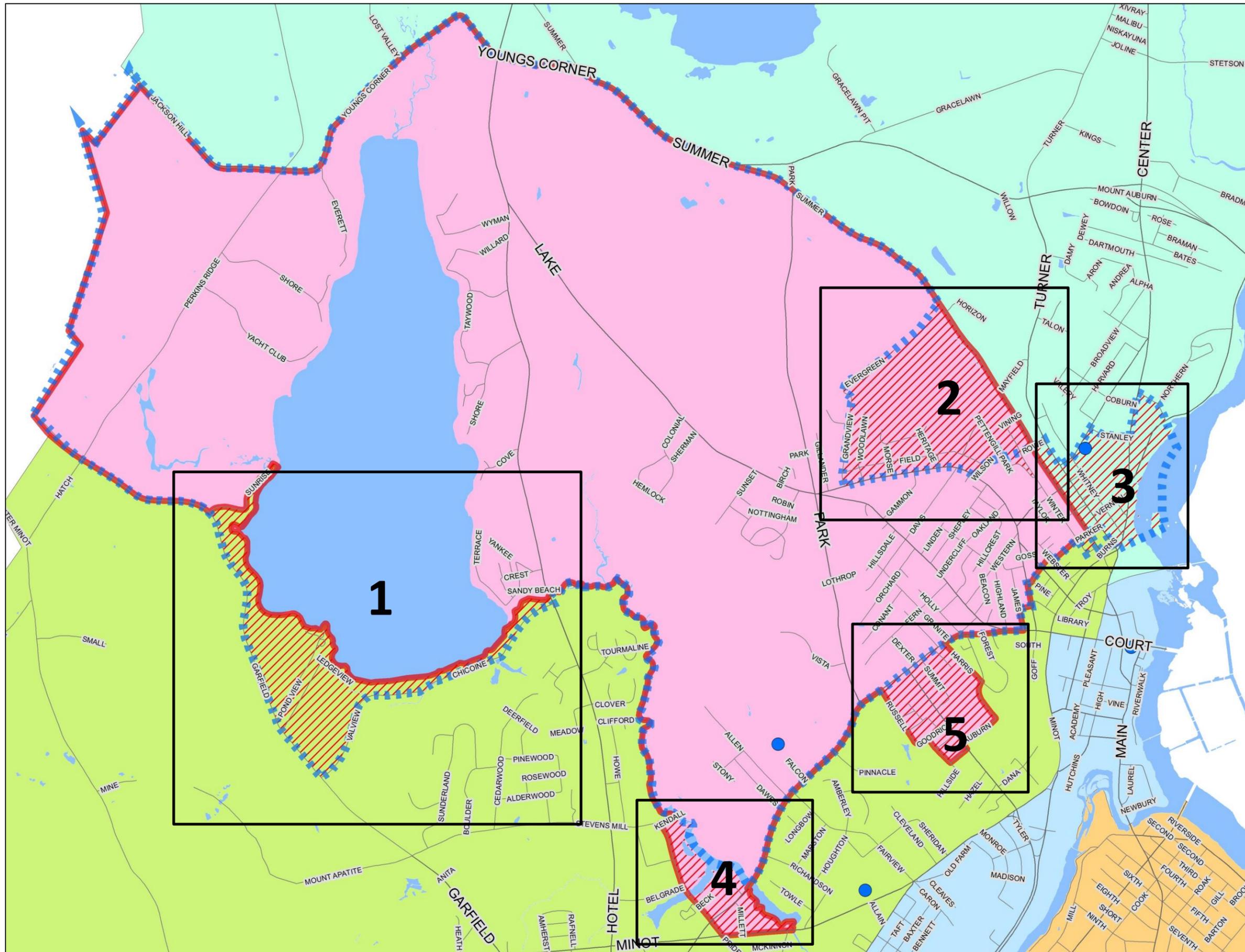
## 1. Subtraction



## 2. Addition

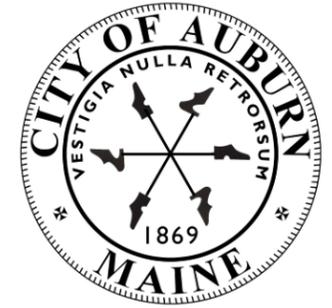


# City of Auburn Redistricting Ward 2



**Legend**

- Polling Location
- Ward 2
- Ward 1
- Ward 3
- Ward 4
- Ward 5
- Current Ward Boundaries
- Proposed Ward Boundaries
- Changes



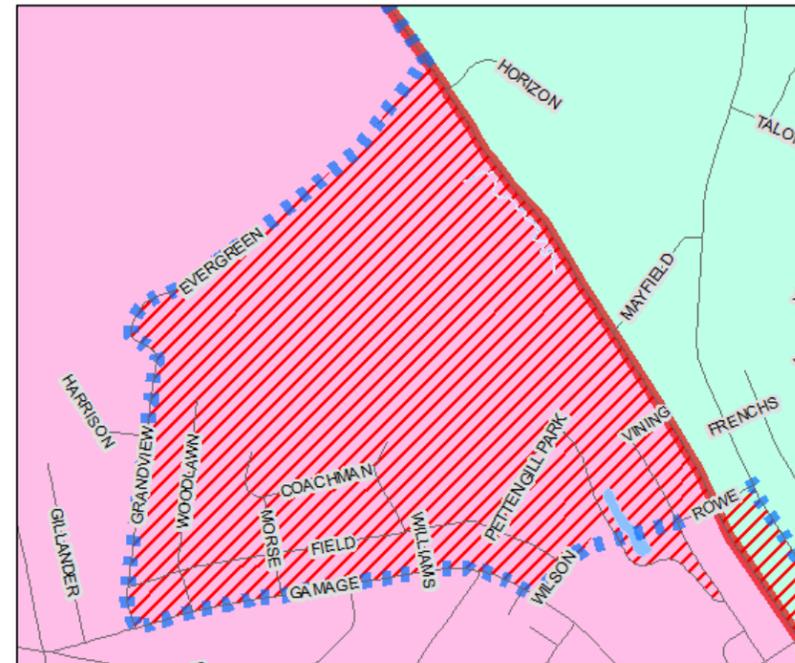
# City of Auburn Redistricting Ward 2

**Legend**

- Polling Location
- Ward 2
- Ward 1
- Ward 3
- Ward 4
- Ward 5
- Current Ward Boundaries
- Proposed Ward Boundaries
- Changes



**1. Subtraction**



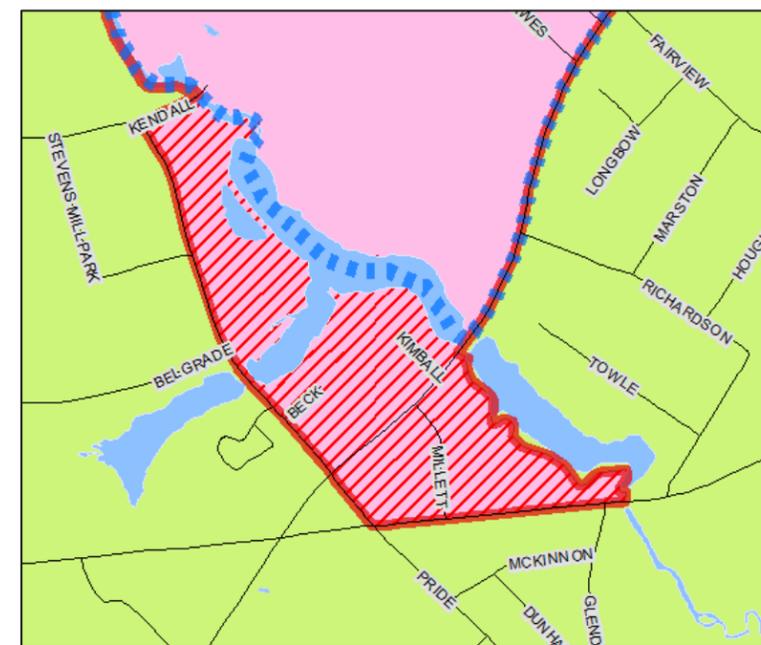
**2. Addition**



**3. Subtraction**



**4. Addition**

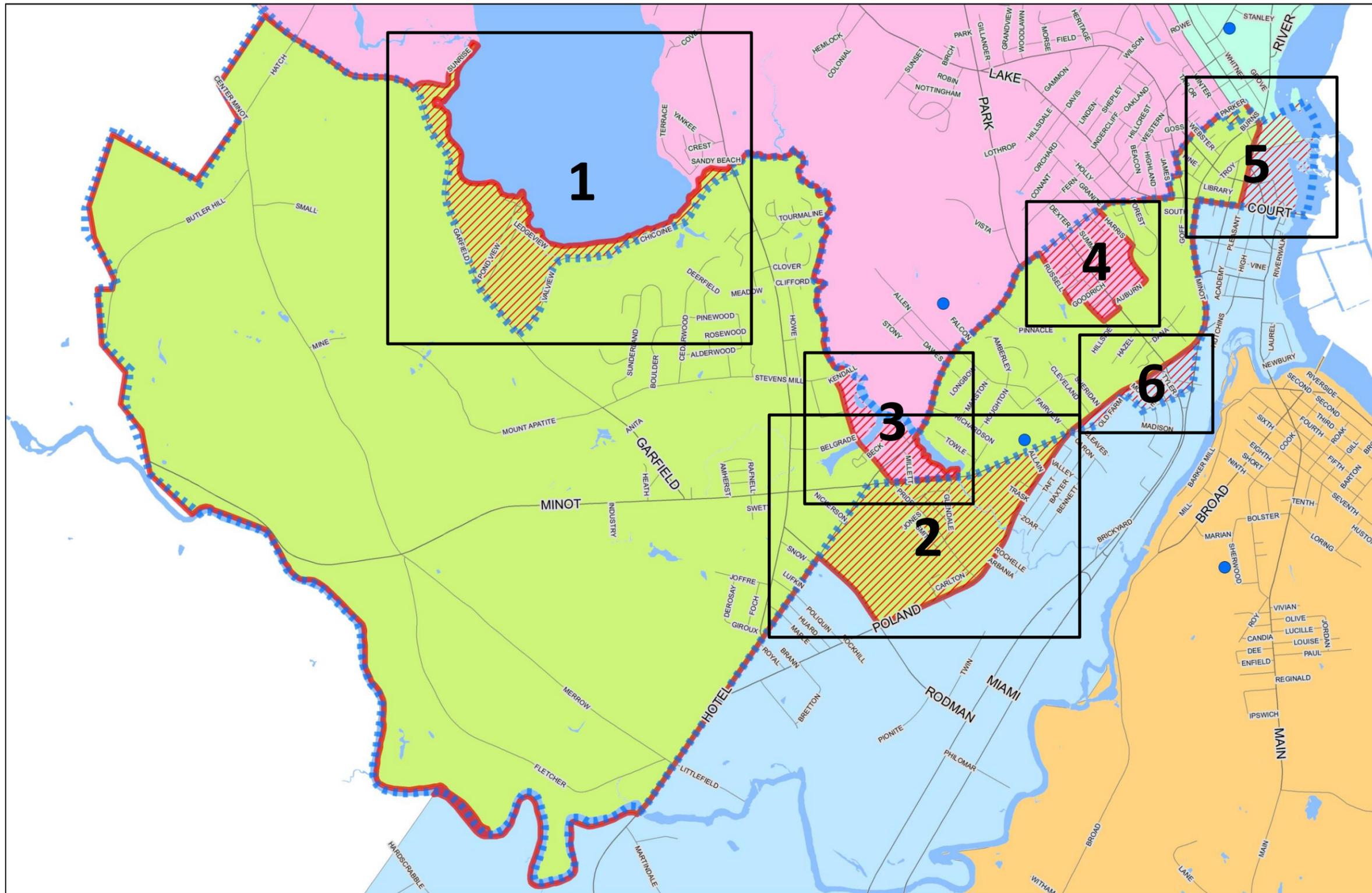


**5. Addition**



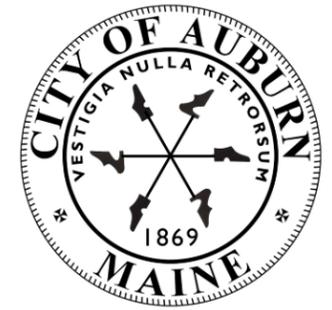
# City of Auburn Redistricting

## Ward 3



**Legend**

- Polling Location
- Ward 2
- Ward 1
- Ward 3
- Ward 4
- Ward 5
- Current Ward Boundaries
- Proposed Ward Boundaries
- Changes



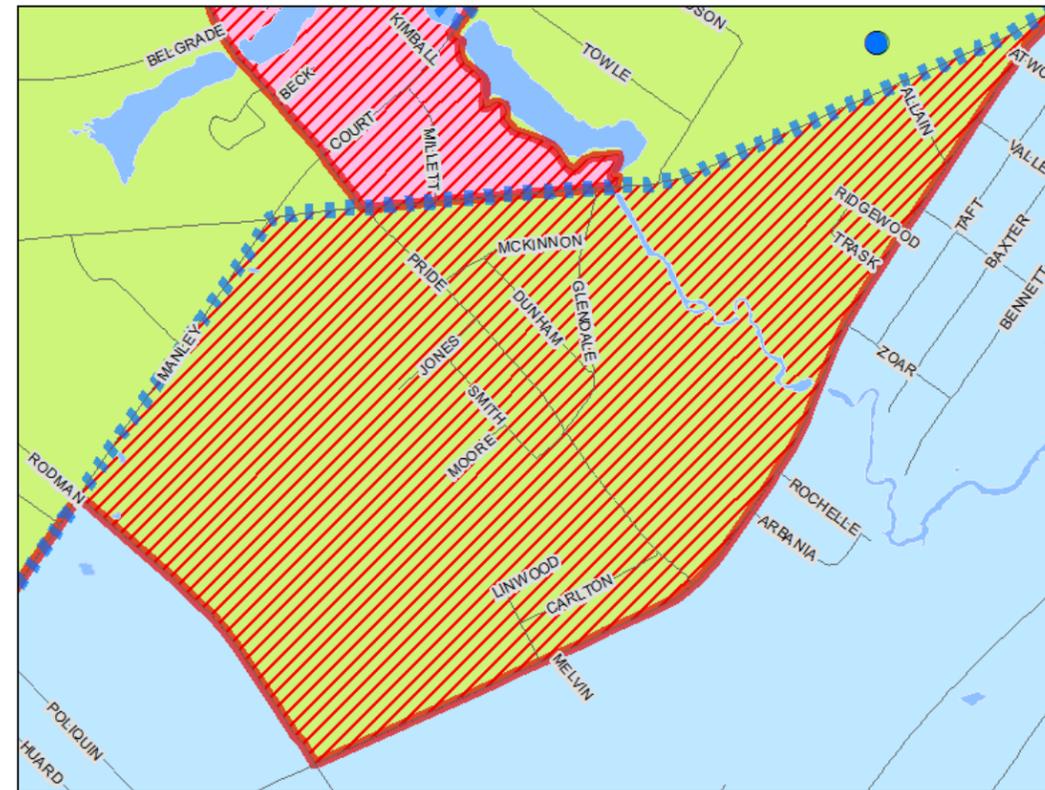
# City of Auburn Redistricting Ward 3

**Legend**

- Polling Location
- Ward 2
- Ward 1
- Ward 3
- Ward 4
- Ward 5
- Current Ward Boundaries
- Proposed Ward Boundaries
- Changes



**1. Addition**



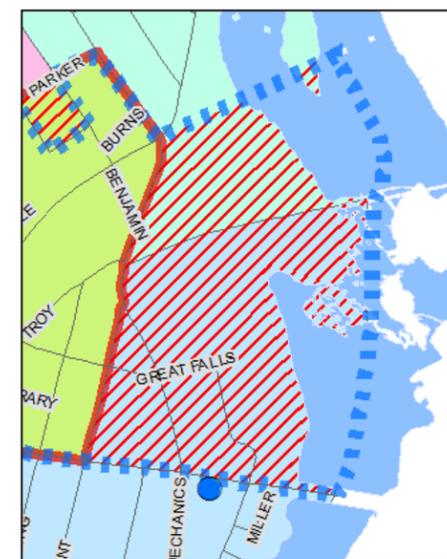
**2. Addition**



**3. Subtraction**



**4. Subtraction**



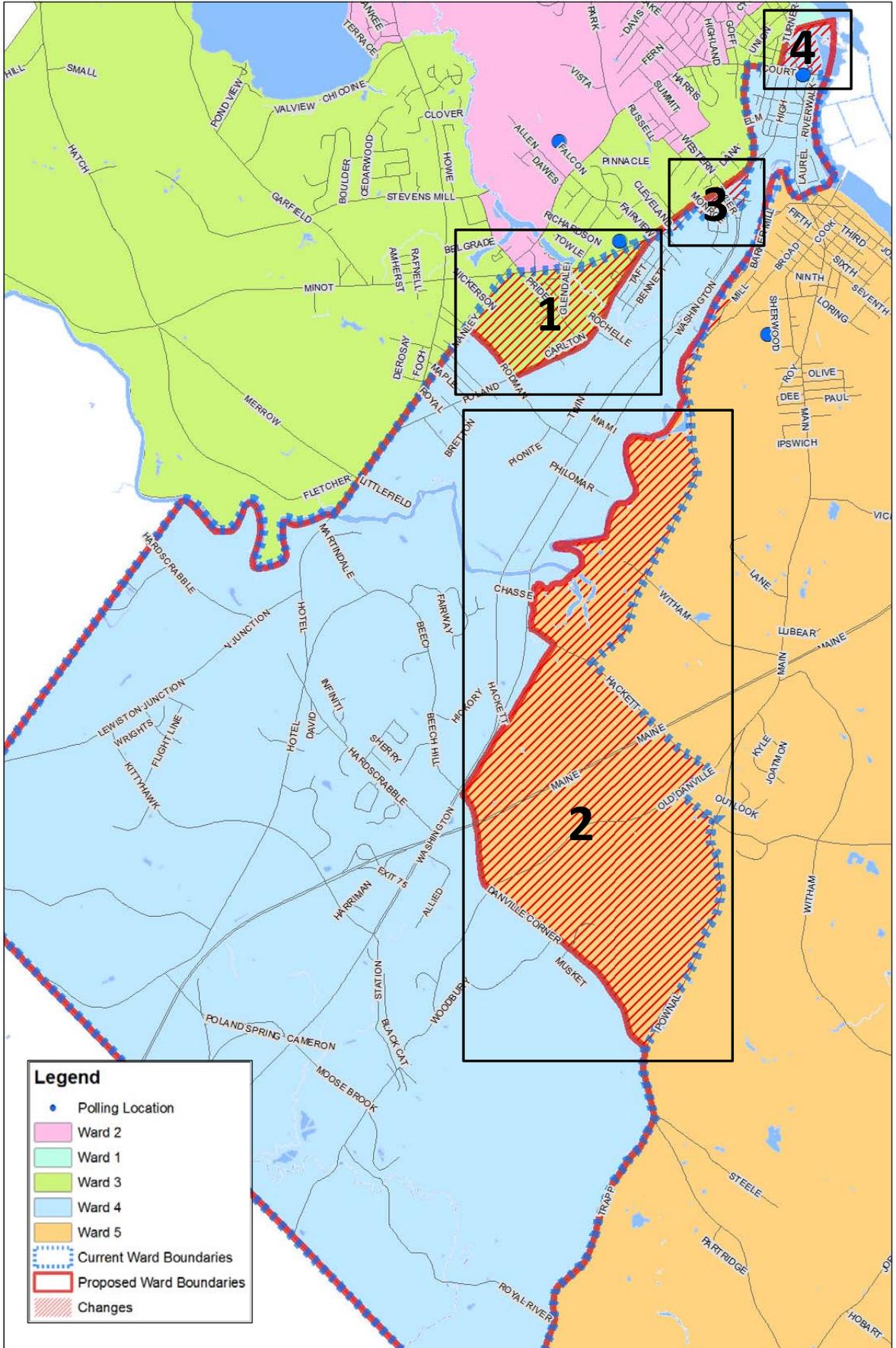
**5. Subtraction**

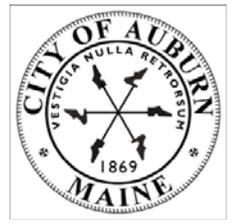


**6. Subtraction**

# City of Auburn Redistricting

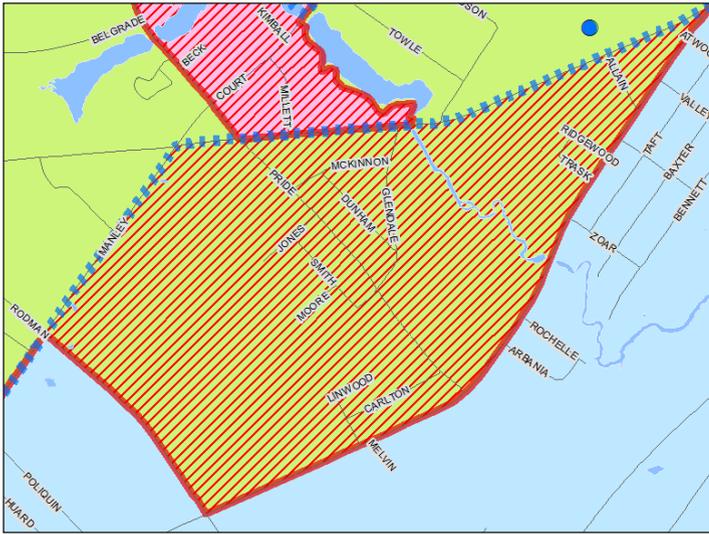
## Ward 4



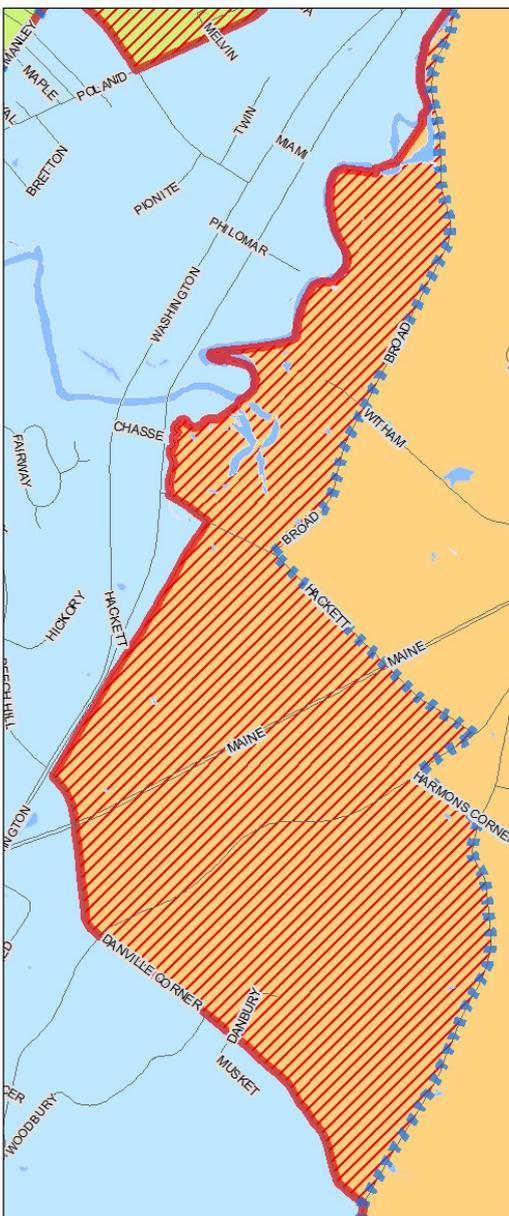
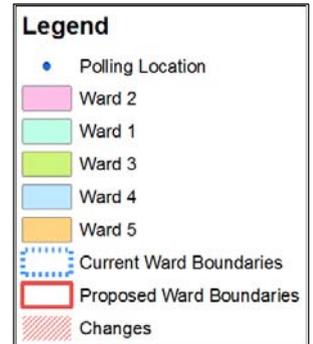


# City of Auburn Redistricting

## Ward 4



**1. Subtraction**



**2. Subtraction**

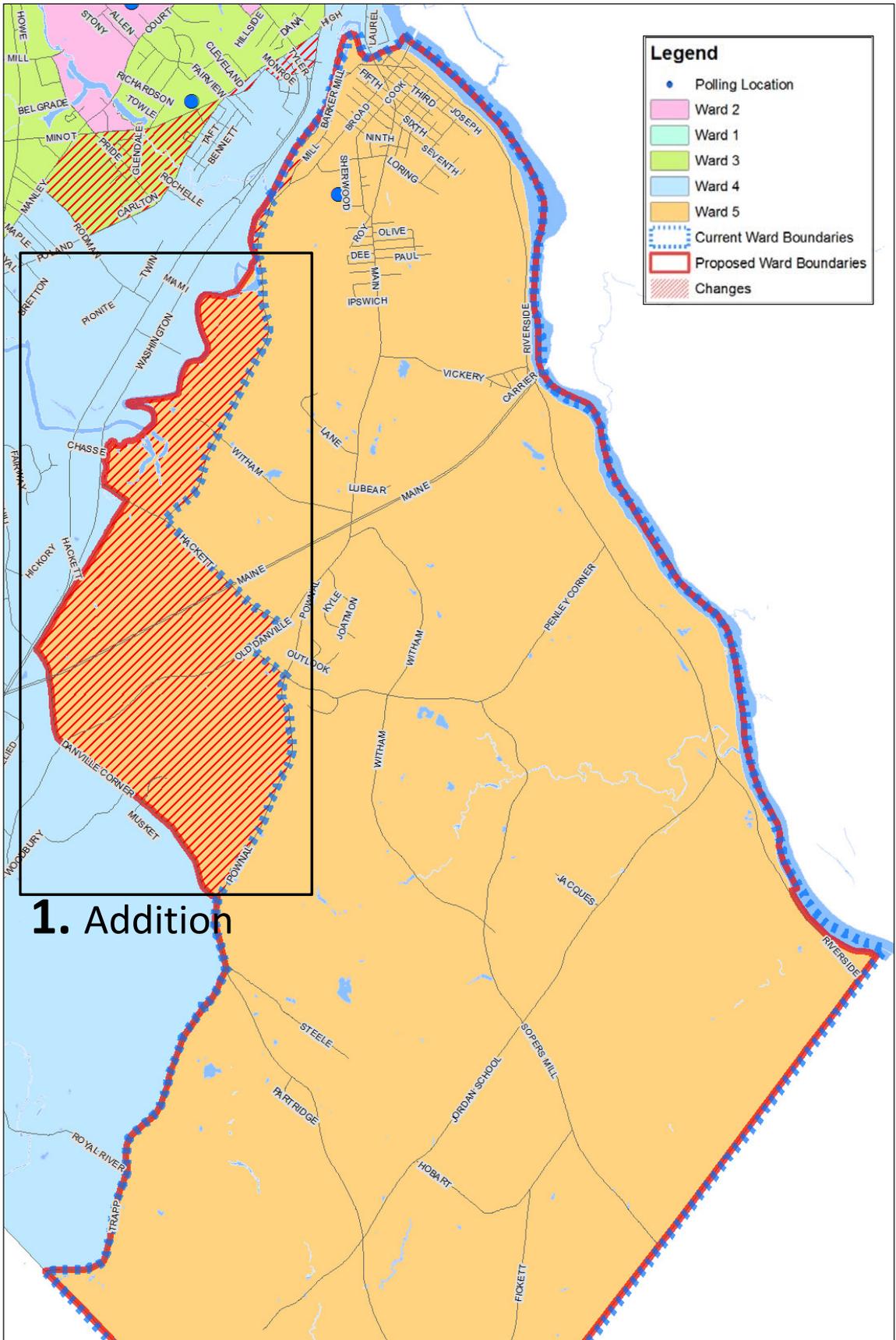


**3. Addition**



**4. Addition**

# City of Auburn Redistricting Ward 5



Ward	Target Population	Population with Proposed Changes	Variance from Target
1	4611	4721	110
2	4611	4549	-62
3	4611	4674	63
4	4611	4451	-160
5	4611	4660	49
	<b>23055</b>	<b>23055</b>	

Variance between ward with largest and smallest population: 270

Auburn's Land Area (not including Roads)	57.0	square miles
Area changed with proposed changes	3.2	square miles
	<b>6%</b>	<b>area changed</b>

Total Population	23055
Population affected by change	3015
<b>% of population affected by change</b>	<b>13%</b>



# City Council Workshop Information Sheet

## City of Auburn

**Council Workshop Date:** February 20, 2014

**Item** B

**Author:** Joshua MacDonald, Ice Arena General Manager

Item(s) checked below represent the subject matter related to this workshop item.

Comprehensive Plan    Work Plan    Budget    Ordinance/Charter    Other Business\*    Council Goals\*\*

\*\*If Council Goals please specify type:    Safety    Economic Development    Citizen Engagement

**Subject:** Council FY15 Arena Budget Presentation and Arena Goals Review

### Information:

The purpose of this session is to provide the Council with projected budget for FY15 for Norway Savings Bank Arena Enterprise. Staff has been hard at working hard collecting data on utilities, usage, programming and staffing levels necessary for financial forecasts for maximizing operational procedures and functionality for operations of the facility.

Staff has worked to develop a draft Program Budget, and line item information on the operation of the department based upon its Mission statement and Vision/Purpose statement, and overall operation of the facility.

Staff has worked closely with its partners on ice availability, schedules, rental agreements and programming commitments for the transitional year as it moves forward for FY14 budget understanding. The FY15 budget has been refined to coordinate the operation of a standalone enterprise. Understanding the commitments, utilities, and staffing needs for appropriately assessing the needs of both facilities has been a challenge as the opening date for the facility has been a moving target. The first full standalone year budget has been developed for FY15, based upon calculations from earlier assumptions (Utility requirements), recent projections, staffing needs, rental agreements, scheduled ice times and advertisement revenues.

This budget was created under the guidance of the initial goals of the Enterprise, and Arena staff seeks additional input from the Council as to the future goals of the Arena.

**Financial:** Proposed FY 15 Enterprise Budget

**Action Requested at this Meeting:** Develop goals and directives for the Arena for FY15 and beyond.

### Previous Meetings and History:

### Attachments:

- FY15 Line item budget
- FY15 Program based budget

\*Agenda items are not limited to these categories.



# City of Auburn

## Norway Savings Arena Summary

Fiscal Year 2015  
Proposed 2.18.2014

**Projected Revenues and Expenses for FY15**

*Actual expenses may vary according to changing circumstances*

**Norway Savings Bank Arena**

	<i>FY14</i>	<i>FY15</i>	<i>Change</i>	<b>Dept. Request</b>	<b>Manager Proposed</b>
<b>Total Revenues</b>		\$ 1,221,935			
<b>Total Expenses</b>		\$ 1,208,500			
<b>Profit (Loss)</b>	\$ -	\$ 13,435	\$ 13,435	\$ -	\$ -

	<i>Principal</i>	<i>Interest</i>	<b>Dept. Request</b>	<b>Manager Proposed</b>
Debt Service			\$ -	
			\$ -	
	\$ -	\$ -	\$ -	\$ -

	<i>FY14</i>	<i>FY15</i>	<i>Change</i>	<b>Dept. Request</b>	<b>Manager Proposed</b>
<b>Ingersoll Arena Revenue Summary</b>					
<u>Revenues</u>					
Ice Rental Income		\$ 753,260			
Sign Advertisements		\$ 233,225			
Programs/Tournaments		\$ 172,450			
Subleased Space		\$ 38,500			
Events/Facility Rentals		\$ 24,500			
	\$ -	\$ 1,221,935	\$ -	\$ -	\$ -

**Line Item Narrative**

Projected Revenues and Expenses:
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# City of Auburn

## Norway Savings Arena Summary

Fiscal Year 2015  
Proposed 2.18.2014

Line Items	Proposed	Projected	Last Year	Dept. Request	Manager Request
<b>Norway Savings Bank Arena</b>					
Ingersoll Arena Expense Summary	<i>FY14</i>	<i>FY15</i>	<i>Change</i>	<b>Dept. Request</b>	<b>Manager Proposed</b>
<u>Expenses</u>					
Full Time Employee (Salary and Fringe)	\$ 316,572.00	\$ 277,446.00	\$ (39,126)	\$ 277,446	
Part-time Salaries		\$ 41,000.00	\$ 41,000	\$ 41,000	
Insurance Premiums	\$ 7,500.00	\$ 25,000.00	\$ 17,500	\$ 25,000	
Rent Payment	\$ -	\$ 528,408.00	\$ 528,408	\$ 528,408	
Advertising	\$ 10,000.00	\$ 12,000.00	\$ 2,000	\$ 12,000	
Professional Services	\$ 2,500.00	\$ 3,500.00	\$ 1,000	\$ 3,500	
Utilities-Total		\$ 209,146.00			
Repairs - Buildings	\$ 2,500.00	\$ 5,000.00	\$ 2,500	\$ 5,000	
Repairs -Vehicles	\$ 1,000.00	\$ 1,500.00	\$ 500	\$ 1,500	
Repairs - Equipment	\$ 5,000.00	\$ 7,500.00	\$ 2,500	\$ 7,500	
Repairs - Maintenance Contracts	\$ 2,824.00	\$ 3,500.00	\$ 676	\$ 3,500	
Training & Tuition	\$ 2,500.00	\$ 2,500.00	\$ -	\$ 2,500	
Travel - Mileage Reimbursement	\$ 1,500.00	\$ 1,000.00	\$ (500)	\$ 1,000	
Travel - Seminar Costs	\$ -	\$ -	\$ -	\$ -	
Subscriptions & Dues	\$ 2,850.00	\$ 2,500.00	\$ (350)	\$ 2,500	
Office Supplies	\$ 1,500.00	\$ 1,500.00	\$ -	\$ 1,500	
Other Supplies - Operating	\$ 6,250.00	\$ 5,000.00	\$ (1,250)	\$ 5,000	
Other Supplies - Safety	\$ 250.00	\$ 500.00	\$ 250	\$ 500	
Other Supplies - Concessions	\$ 22,750.00	\$ -	\$ (22,750)	\$ -	
Other Supplies - Pro Shop	\$ -	\$ -	\$ -	\$ -	
Other Supplies - Programs	\$ 500.00	\$ 1,500.00	\$ 1,000	\$ 1,500	
Capital - General	\$ -	\$ 25,000.00	\$ 25,000	\$ 25,000	
Capital Blg Improv.	\$ -	\$ 35,000.00	\$ 35,000	\$ 35,000	
Capital - Small Tools	\$ -	\$ 5,000.00	\$ 5,000	\$ 5,000	
Machinery and Equipment	\$ 15,000.00	\$ 15,000.00	\$ -	\$ 15,000	
	\$400,996.00	\$ 1,208,500.00	\$ 598,358.00	\$ 999,354.00	



# City of Auburn

## Norway Savings Arena Ice Revenue

Fiscal Year 2015  
Proposed 1.10.2014

**Projected Revenues and Expenses for FY15**

*Actual expenses may vary according to changing circumstances*

Norway Savings Bank Arena	FY14	FY15	Change	Dept. Request	Manager Proposed
Ice Revenue Detail		\$ 964,210			
<b>Ice Rental Income</b>		<b>\$ 753,260</b>		<b>\$ 753,260</b>	
Youth Hockey		\$ 387,750		\$ 387,750	
High School Teams		\$ 162,150		\$ 162,150	
L/A Seniors-Adult		\$ 67,680		\$ 67,680	
Private Rentals		\$ 32,900		\$ 32,900	
Rousseau Clinics		\$ 28,905		\$ 28,905	
Boston Kremes		\$ 22,560		\$ 22,560	
MHD Womens League/rentals		\$ 9,400		\$ 9,400	
Summer Camp Rentals		\$ 11,250		\$ 11,250	
Middle School Hockey League		\$ 10,575		\$ 10,575	
Stride Envy		\$ 6,450		\$ 6,450	
Grahame Townsend		\$ 5,640		\$ 5,640	
Pro Ambitions Sports Camp		\$ 4,000		\$ 4,000	
Youth Activities		\$ 4,000		\$ 4,000	
<b>Programs/Tournaments</b>		<b>\$ 172,450</b>		<b>\$ 172,450</b>	
USA Hockey-Festivals		\$ 7,050		\$ 7,050	
USA Hockey- Regionals		\$ 6,110		\$ 6,110	
Great Falls Shootout		\$ 90,240		\$ 90,240	
Public Skate		\$ 32,500		\$ 32,500	
Shinny/Stick and Puck Hockey		\$ 18,500		\$ 18,500	
Skating Instruction		\$ 11,000		\$ 11,000	
Birthday Parties		\$ 7,050		\$ 7,050	
				\$ -	
<b>Subleased Rental Space</b>		<b>\$ 38,500</b>		<b>\$ 38,500</b>	
Concession/Conference		\$ 30,000		\$ 30,000	
Pro Shop		\$ 8,500		\$ 8,500	
				\$ -	
<b>Events/Facility Rentals</b>		<b>\$ 24,500</b>		<b>\$ 24,500</b>	
Graduation		\$ 7,000		\$ 7,000	
Dance Recital		\$ 3,500		\$ 3,500	
Room Rental		\$ 4,000		\$ 4,000	
Concert/Shows		\$ 10,000		\$ 10,000	
<b>Line Item Narrative</b>				\$ -	

Projected Revenues and Expenses:



# City of Auburn

## Norway Savings Arena Addtl Rev

Fiscal Year 2015  
Proposed 1.10.2014

**Projected Revenues and Expenses for FY15**

*Actual expenses may vary according to changing circumstances*

Norway Savings Bank Arena	FY14	FY15	Change	Dept. Request	Manager Proposed
<b>Norway Savings Bank Arena Revenue Detail</b>					
<b>Advertising Revenue</b>	<b>\$ 174,275</b>	<b>\$ 233,225</b>			
Naming Rights - Norway Savings Bank	\$ 50,000	\$ 80,000			
Concessions License - Pepsi	\$ 10,000	\$ 5,000			
Concessions License -Tim Hortons	\$ 8,000	\$ 10,000			
Corporate Marketing and Ad Space	\$ 106,275	\$ 138,225			

Projected Revenues and Expenses:



# City of Auburn

## Norway Savings Arena HR

Fiscal Year 2015  
Proposed 1.10.2014

**Projected Revenues and Expenses for FY15**

*Actual expenses may vary according to changing circumstances*

**Norway Savings Bank Arena**

Line Items	FY 14	FY 15	Last Year	Dept.	Manager Proposed
<b>Norway Savings Bank Arena</b>	Proposed	Projected	Change		
Human Resource Expenses	\$278,218	\$277,446	(\$772)		
<u>Full Time Salaries: by Position</u>					
General Manager	\$ 61,500	\$ 62,500	\$ 1,000		
Director of Operations	\$ 54,639	\$ 54,639	\$ -		
Administrative	\$ 35,802	\$ 35,802	\$ -		
Maintenance Supervisor	\$ 24,907	\$ 24,907	\$ -		
Olympia Operator	\$ 22,064	\$ 22,064	\$ -		
<u>FICA (6.2%) by Position</u>					
General Manager	\$ 3,813	\$ 3,875	\$ 62		
Director of Operations	\$ 3,388	\$ 3,388	\$ -		
Administrative	\$ 2,220	\$ 2,220	\$ -		
Maintenance Supervisor	\$ 1,544	\$ 1,544	\$ -		
Olympia Operator	\$ 1,368	\$ 1,368	\$ -		
<u>Medicare (1.45%) by Position</u>					
General Manager	\$ 892	\$ 906	\$ 15		
Director of Operations	\$ 792	\$ 792	\$ -		
Administrative	\$ 519	\$ 519	\$ -		
Maintenance Supervisor	\$ 361	\$ 361	\$ -		
Olympia Operator	\$ 320	\$ 320	\$ -		
<u>Health Insurance Coverage by Position (individual selections)</u>					
General Manager (waived)	\$ 3,776	\$ 3,776	\$ -		
Director of Operations	\$ 12,838	\$ 12,838	\$ -		
Administrative	\$ 12,838	\$ 12,838	\$ -		
Maintenance Supervisor	\$ 5,724	\$ 5,724	\$ -		
Olympia Operator	\$ 5,724	\$ 5,724	\$ -		
<u>Cafeteria Plan by Position (individual selections)</u>					
General Manager	\$ 950	\$ 950	\$ -		
Director of Operations	\$ 950	\$ 950	\$ -		
Administrative	\$ 950	\$ 950	\$ -		
Maintenance Supervisor	\$ 950	\$ 950	\$ -		
Olympia Operator	\$ 950	\$ 950	\$ -		
<u>Retirement Plan by Position (individual selections)</u>					
General Manager MPERS 6.50%	\$ 3,998	\$ 4,063	\$ 65		
Director of Operations None 0%	\$ -	\$ -	\$ -		
Administrative 6.00%	\$ 2,148	\$ 2,148	\$ -		
Maintenance Supervisor 6.50%	\$ 1,619	\$ 1,619	\$ -		
Olympia Operator 6.50%	\$ 1,434	\$ 1,434	\$ -		
MSEA Uniform Allowance	\$ 1,050	\$ 1,050	\$ -	\$ 1,050	
Overtime Salaries	\$ 7,176	\$ 5,500	\$ (1,676)	\$ 5,500	
Overtime Benefits 14.15%	\$ 1,015	\$ 778	\$ (237)		



# City of Auburn

## Norway Savings Utilities

Fiscal Year 2015  
Proposed 1.10.2014

**Projected Revenues and Expenses for FY15**

*Actual expenses may vary according to changing circumstances*

Norway Savings Bank Arena	<i>FY14 Proposed</i>	<i>FY15 Proposed</i>	<i>Change</i>	<i>Dept. Request</i>	<i>Manager Proposed</i>
Norway Savings Bank Arena Expense Detail	\$ 224,615	\$ 209,146			
<u>Expenses</u>					
Utilities - Water & Sewer	\$ 12,000	\$ 11,750	\$ (250)	\$ 11,750	
Utilities - Electricity	\$ 156,000	\$ 142,200	\$ (13,800)	\$ 142,200	
Utilities - Natural Gas	\$ 46,115	\$ 36,600	\$ (9,515)	\$ 36,600	
Utilites - Propane (AmeriGas)	\$ 9,000	\$ 6,200	\$ (2,800)	\$ 6,200	
Utilities - Security Monitoring	\$ 1,500	\$ 1,500	\$ -	\$ 1,500	
Utilities - Communications		\$ 8,596	\$ 8,596	\$ 8,596	
Utilities - Waste Disposal		\$ 2,300	\$ 2,300	\$ 2,300	



# City of Auburn Norway Savings Utilities

Fiscal Year 2015  
Proposed 1.10.2014

***DESCRIPTION:***

Norway Saving Bank Arena is an Enterprise Fund of the City of Auburn, Maine. It operates financially as the Ice Arena Enterprise Fund dba Norway Savings Bank Arena, and is responsible for the coordination, direction and implementation of a profit center for the City of Auburn. The General Manager of the Enterprise reports directly to the City Manager and oversees the operation, maintenance, fiscal oversight (specifically budget creation and capital improvements) and long range planning of the Enterprise.

***MISSION:***

The “Norway Savings Bank Arena” is designed to serve the Auburn Community and the region through opportunities for skating activities. The Arena shall provide exceptional, year round, affordable ice skating opportunities in a safe, healthy, community based skating environment. We shall provide for a comfortable, well designed, skating and events center that serves as a community gathering place: focused primarily on ice related recreational activities and its viewership.

***VISION/PURPOSE: “Serving Our Community through Skating”***

In the spirit of community; through teamwork, safety, and sportsmanship, we shall seek a high quality level of programming and facilities to teach and support the sports of ice hockey, figure skating and other ice related activities for people of all ages.

The Arena shall provide safe, stable and reliable recreational skating opportunities to area residents, with regularly scheduled recreational skating, shinny hockey and “stick & puck” time that is open to all.

In addition to its commitment to the community, the arena shall support multiple local user groups including the Twin City Titans Youth Hockey Association, Maine Gladiators Youth Hockey, Edward Little High School Hockey, St. Dominics Academy Hockey, Poland-Gray/New Gloucester High School Hockey, Leavitt Area High School Hockey, Southern Maine Middle School Hockey League, and Community based recreational opportunities with multiple other local, regional and national user groups. Norway Savings Bank Arena shall operate as a year round facility. Marketing, promotions and the scheduling of ice time and other programming shall be scheduled to maximize the directive of the mission statement, provide financial stability and provide a balance among the many regional skating and viewing interests. The Arena shall strive to be the premier ice surfaces in the state and New England.

## ***PROGRAMS***

### **1. OPERATIONS:**

Oversight of all events, activities, and related programming of the Enterprise to ensure proper staffing, goals, objectives, and coordination for the operation of a multipurpose, multi-use ice skating facility. Management of staff which includes a Director of Operations and Scheduling, Olympia Drivers and all part time staff. Coordinating the Activities include but are not limited to: scheduling of events, activities, negotiate, maintain and evaluate third party contracts for leased/contracted space. Provide a clean, safe and friendly environment for patrons in accordance with all facility policies and procedures. Operations consist of the bulk of staff time, preparing, maintaining and post event activities.

### **2. FINANCE AND ADMINISTRATION:**

Provide financial oversight and administration of all activities of the facility. Together, the General Manager and the Administrative Assistant monitor budgets, accounts payable and receivable in conjunction with the municipal finance department to maintain the economic viability and fiscal responsibility of the Arena. Developing a budget and fee based structure that provides excellent services at a minimal cost. Reports consistently to City Manager and City Council financial budgeting quarterly, and cooperates monthly with financial health of the Enterprise in the monthly financial reports as presented by the Finance Department. Consistently review the value of the long term economic impact on the facility on the community.

### **3. MARKETING AND ADVERTISING:**

The Marketing and Advertising within the facility is the responsibility of the General Manager with assistance from the Administrative Assistant. By building and managing local, regional and national marketing and advertising partnerships, the GM is responsible for the overall economic viability and fiscal responsibility of the Arena. Annual advertising and marketing of these partnerships within the facility and for special events, activities the local and regional participation provide for unlimited exposure and additional resources for the facility. Website development and promotion provide for electronic media growth and additional avenues for promoting the facility. Through programming and development of tournaments, and other regional events and activities, the Arena works to serve as an Economic Development opportunity for the community; bringing people from outside of the region supporting local businesses and community as a whole.

## **GOALS AND OBJECTIVES**

- Provide a premier safe, affordable, entertainment experience for customers, participants and spectators. Instituting procedures and a culture to engage and welcome the community.
- Develop an internal programming and rental base that provide consistent revenue stream to properly maintain the facility and grow economic opportunities in the region
- Provide clean and quality services throughout the facility.
- Build staffing levels to maximize efficiency and operation of the facility.
- Operate 100% as an Enterprise Fund, using a budget model based on using zero community tax based revenue.
- Develop a fee based structure that is commensurate to the operation, minimizing expenditures, maintaining a high quality delivery of services.
- Monitor and coordinate Utility expenses to remain on budget
- Maintain a positive social and electronic media interface to interact and communicate with our users, including updated website and point of sale.
- Develop and implement a Marketing strategy for branding Arena activities, events and rental uses.

PERFORMANCE MEASURES

PERFORMANCE MEASURES			
MEASURE	GOALS	FY 2013	FY 2014
<b>Achieve 100% Enterprise Sustainability</b>	Develop financial budgets and policies intended on operating without municipal tax assistance, while maintaining fees commensurate to the operation/market demand.	N/A	Unknown
<b>Ice Commitments</b>	Maximize prime time ice rental, achieving 85-90% of all primetime ice rental filled, generating ice/facility rental income of \$800,000	N/A	Monitoring
<b>Advertising Revenue</b>	To attain 95%-100% revenue renewal rate from advertising partnerships equivalent to or greater than \$185,000 annually	N/A	At Least \$188,350
<b>Utilities and Services</b>	Monitor and coordinate utility expenses to maintain a strong level of customer satisfaction, while remaining on budget. Finding new ways to reduce utility expenses.	N/A	N/A
<b>Tournament Play/ Economic Development</b>	Provide a minimum of 5 stay and play tournament opportunities, generating a minimum of \$40,000 in annual income, and 350 hotel nights within the community.	N/A	Monitoring

BUDGET DRIVERS

- 1. Rent:** The triple net lease with Slapshot LLC, (\$528,408), represents 44% of the overall budget for the facility. The largest financial commitment of the facility is a fixed expense and shall remain in place through the entirety of the lease agreement.
- 2. Utilities:** Utilities are a function of operation and time. Efforts are made to monitor and reduce utility costs, and are currently based upon projections of current use and trends. Fluctuations in commodity pricing create vulnerability in the budget process and are a significant portion of the remaining 56% of budget expenditures. (17% or \$209,146)
- 3. Regular Salaries/ Additional Labor:** Staffing levels are maintained at a minimum to provide the level of service and maintenance to the facility. Efforts are made to reduce overtime, maximize the skills of the staff, but consist of approximately 26% (\$318,446) of the overall budget.

PROGRAM BUDGET-Operations				
Full Time Equivalent	4.5	Budgeted FY 2014	Actual FY 2014	Budgeted FY 2015
Revenue				\$988,710
Salaries				\$155,199
Contracted Services				\$24,500
Operations				\$850,554

PROGRAM BUDGET-Finance and Administration				
Full Time Equivalent	1.05	Budgeted FY 2014	Actual FY 2014	Budgeted FY 2015
Revenue				\$0
Salaries				\$63,922
Contracted Services				\$500
Operations				\$1000

PROGRAM BUDGET-Marketing and Advertising				
Full Time Equivalent	0.85	Budgeted FY 2014	Actual FY 2014	Budgeted FY 2015
Revenue				\$237,225
Salaries				\$59,748
Contracted Services				\$13,500
Operations				\$2,844

## CITY OF AUBURN GOALS AND INITIATIVES

<b>CITY OF AUBURN GOALS AND INITIATIVES</b>												
											<b>THEMES</b>	
<u>Priority</u>	<u>Time Frame</u>	<u>INITIATIVE</u>	<u>Dept.</u>	<u>Key Staff Member</u>	<u>Workshop Date</u>	<u>Committee</u>	<u>"Mandatory"</u>	<u>Economic Development</u>	<u>Education</u>	<u>Strong Neighborhoods</u>	<u>Communication and Citizen Engagement</u>	<u>Other</u>
	Annual	CIP/Budget	FD/CM	Jill Eastman	NA	City Council	yes					x
	5 Yrs	Performance Budget as per Charter	FD/CM	Clint Deschene	NA	City Council	no					x
	3 mth	Create Finance Committee	FD/CM	Jill Eastman	Mar-14	Creates a Committee	no					x
	15+ yrs	Comp Plan implementation	CD/ED	Eric Cousens	Semi Annual	Planning Board	yes	x		x	x	
	6 yrs	New Auburn Greenway development	CD/ED	Eric Cousens	Need Steps	Recreation Advisory	no	x		x		
	10 yrs	Minot Ave and Washington Street/Downtown Gateway improvement (EDA)	CD/ED	Roland Miller	Need Steps	ATRC	no	x		x		
	6 - 12 mths	Recreation and Special Events Committee	CD/ED	Denis D'Auteuil	Jun-14	Recreation Advisory	yes				x	x
	Start 7/1/2014 then annual	Arena assessment and Eco. impact to Mall Area	CD/ED	Rink Director	Jul-14	None	no	x				
	18 mths	CDBG plan update and committee review	CD/ED	Reine Mayahan	Jan-14	Citizen Advisory	yes	x		x	x	
	3 - 6+ mths	LAEGC restructuring/contract development	CD/ED	Clint Deschene	Feb-14	LAEGC	no	x			x	
	5 yrs	ABDC business park lot sales	CD/ED	Roland Miller	NA	ABDC	yes	x				
	3 yrs	Downtown development program	CD/ED	Roland Miller	Need Steps	LAEGC	no	x		x		
	5 to 15 yrs	New auburn transportation/land use plan	CD/ED	Eric Cousens	Mar-14	ATRC	no	x		x		
	2 yrs	Joint Land Use Planning/Mt. Apatite	CD/ED	Eric Cousens	Need Steps	JLUS Committee	yes	x				
	2+ yrs	Property Maintenance Ordinance	CD/ED	Eric Cousens	May-14	Planning Board	no	x		x		
	2+ yrs	Parks and Conservation Commission	PS	Denis D'Auteuil	Jul-14	LA Community Forest Board	no	x		x	x	x
	6 mths	Community Forest Management Planning/moratorium	PS	Denis D'Auteuil	Jun-14	LA Community Forest Board	no					x

	3-6 mths	Athletic Field Assessment Phase 1	PS	Denis D'Auteuil	Apr-14	Recreation Advisory	no			x	x	
	6-18 mths	Athletic Facility Assessment Phase 2	PS	Denis D'Auteuil	Nov-14	Recreation Advisory	no			x	x	
	6 mths	Ingersoll Arena plan	PS	Denis D'Auteuil	Apr-14	Recreation Advisory	no			x	x	
	3 mths	Solid waste and recycling contract	PS	Denis D'Auteuil	Jan-14	Solid Waste Committee	no				x	x
	2 yrs	Future of MMWAC	PS	Denis D'Auteuil	July -Sept 2014	MMWAC	maybe	x				x
	12 to 18 mths	PW union contract	PS	Denis D'Auteuil	Feb. 2014	City Council	yes					x
	2 yrs	Route 4 engineering and land use planning	TRAN	Dan Goyette	Aug-14	Planning Board	no	x		x		
	9 mths	Downtown transportation center	TRAN	Howard Kroll	N/A	LATC	no	x		x		
	3 yrs	Commuter service to Portland	TRAN	Howard Kroll	TBD	ATRC	no	x				
	2 yrs	Downtown passenger rail policies/strategies	TRAN	Eric Cousens	Jan-14	ATRC	no	x		x		
	12 mths	Complete street/Bike/ped ordinances	TRAN	Eric Cousens	On going and Oct 2014	Bike Ped.	no	x		x	x	x
	6 mths to 2 yrs	Organizational assessment of LATC	TRAN	Howard Kroll	Jul-14	LATC	no	x				x
	6 / 18 mths	Organizational assessment of ATRC	TRAN	Howard Kroll	Fall 2014	ATRC	no	x				
	2 to 5 yrs	Matrix study	FD	Frank Roma	On going	City Council	no					x
	6 mths	EMS Transport/United Ambulance Contract	FD	Frank Roma	Mar-14	City Council	no					x
	3 mths	Fire union contract	FD	Frank Roma	Jan-14	City Council	yes					x
	3 mths	Police union contracts	PD	Phil Crowell	Feb-14	City Council	yes					x
	on-going	School Committee Strategic planning	EDUC	Katy Grondin	TBD	School Committee	no		x			
	3 yrs	Edward Little Future	EDUC	Katy Grondin	TBD	School Committee	no		x			
	6 to 8 mths	Canal	IG	Clint Deschene	Feb-14	City Council	no	x				x
	4 yrs	911 Dispatch/County dispatch	IG	Clint Deschene	Mar-14	LA 911	no					x
	2 to 3 yrs	City consolidation charter commission	IG	Sue Clements-Dallaire	N/A	Charter Commission	yes					x
	24 mths	East Auburn Projects	PS/PLAN	Eric Cousens	June 2014 Summary	Committee to be created	no	x		x	x	x
	6 mths	Outlet Beach Planning		Eric Cousens	N/A							
	12 mths	Route 4 "Round About" Design		Eric Cousens	N/A							
	9 mths	MDOT land widening to Lake Shore Drive		Eric Cousens	N/A							
	18 mths	Storm Water runoff with Water District		Eric Cousens	N/A							

	24 mths	Boat Launch on Androscoggin (Brookfield)		Eric Cousens	N/A								
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# STATUS AS OF January 27, 2014

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1. Completion of the CIP and Budget: annually develop a CIP and budget that conforms to schedules and hearings as required per charter.
2. Implement Performance components per Charter: evolve the budget process to adhere to policy and performance measures. This is a process that needs time to develop best practices at the Council level for goals and measures and current budget will be more compliant but full compliance will take a few years and is subject to Council agreement.
3. Creation of a City Council Finance committee: develop a committee structure for financial issues. Overall intent is to have a more detailed discussion of the financial report in advance of presentation to the Council. This committee could be in place within a few months.
4. Comprehensive Plan implementation: taking the steps or policies of the comprehensive plan and creating a step by step implementation process that can be used a report on progress and items to be completed. Staff updates progress annually.
5. New Auburn Greenway development: through grants, city funding, and funds yet to be identified develop a corridor to connect people to the “core” of New Auburn. One major component is the expansion of Little Andy Park. This is on-going and is in need of additional funding.
6. Minot Ave and Washington Street/Downtown Gateway improvement (EDA): Begin by developing a scope for review by Housing and Urban Development (HUD) to develop a report of the currently available commuters in the Auburn Greater Downtown to commute to other locations. (IE. Portland or even BIW). With this data develop a scope and transportation project to redefine the Gateway of Auburn on Minot and Washington Avenue and how these entry points allow access to and through the downtown.
7. Recreation and Special Events Committee formalizing changes: Allow this new committee to meet and expand on the new structure to focus on recreation and special events services, separate of facilities or parks. As this evolves present a new set of ordinances and policies for Council approval.
8. Report on Norway Savings Bank Arena operational assessment and economic impact to Mall Area: annually present the impact of this investment on the mall area. This is separate of budgets and annual operational costs and concentrates solely on the economic impact this facility has on Auburn and the region.

9. CDBG consolidated plan update and committee oversight: Rework the Citizen Action Committee (CAC) of the CDBG five year plan development. Use this new process to generate a CDBG budget that is compliant with federal laws but works cohesively in an economic development strategy to grow the downtown.
10. LAEGC restructuring/contract development: As of January 1, 2014 work with a consultant and Lewiston to develop a contract for LAEGC to define the scope of work that meets the many needs of the region.
11. ABDC business park lot sales and future relationship to City of Auburn: Working with ABDC and in some regards connecting this initiative with the LAEGC restructuring develop a plan for Auburn and ABDC to market, promote, and plan the best way to develop the new park.
12. Downtown development program recommendation and implementation: Build an economic development program to focus on the growth of the downtown. This is a combination of Downtown (Form based code), small business visitation, and integration of the CDBG program.
13. New auburn transportation/land use plan adoption and implementation: the committee report of the land use plan and transportation system recommended will be implemented by staff in a methodical process. This implementation must then be supported in access to funding to implement the plan.
14. Joint Land Use Planning/Mt. Apatite: the delayed process by the military will continue to negotiate and execute an agreement that satisfies the City and Federal Government. Many options will be considered and staff will work closely with the committee to develop a plan that best meets the needs of Auburn.
15. Property Maintenance Ordinance/Dangerous Building: implement proper property maintenance by implementing processes that focus on dangerous buildings.
  
16. Parks and Conservation Commission formation: through the public services division, work with existing committees, primarily Lewiston Auburn Community Forest Board (LACFB) to develop a structure that focuses the land based needs of the City into one comprehensive committee. Aspects to deal with beyond the forest board may include, bike/pedestrian (complete streets), cemeteries, busing, etc.
17. Community Forest Management Planning as follow up to moratorium: separate of Parks and Conversation Commission staff will work the school department and LACFB to develop a tree harvesting process that is transparent and enlists a broad view of tree harvesting that incorporates connecting and preserving public lands.
  
18. Athletic Field Assessment Phase 1 Completion and Review: present a phase one field assessment that focuses on outdoor fields and basketball primarily (excluding parks or open space), to begin the process of identifying stake holders and overall City needs.

19. Athletic Facility Assessment Phase 2 review and recommendation implementation: Expand on phase one to develop implementation options of where and how to invest in outdoor fields and basketball. Concepts to be considered are fixing the current assets, developing or expanding on existing assets and sites, or relocating to a larger concentrated site.
20. Ingersoll Arena plan and recommendations for adoption: during the budget staff is to present research and costs to implement a variety of potential new uses for Ingersoll and a recommended use.
21. East Auburn Projects: the following five projects should be coordinated in a development process so that the integration of each considered in concert with the other items.

Outlet Beach Planning: With the assistance of a consultant develop a conceptual plan and design for the outlet beach and create a project to implement. Also meet with residents to consider needs and recommendations. New design should be in relation to the new "Round About" being designed.

Route 4 "Round About" Design: design a new round about that connects existing assets (Lake Auburn turnout and Outlet Beach) to the transportation system.

MDOT land widening to Lake Shore Drive: implement the widening of Lake Shore drive to create a safer design for traffic. Make sure this design connects with the roundabout and storm water projects efficiently.

Storm Water runoff with Water District: work to address a storm water runoff system to protect the Lake but also meet the priorities of transportation and recreational assets in the area.

Boat Launch on Androscoggin (Brookfield): continue to work with Brookfield to implement river access on the Androscoggin consistent with the recommendation of the comprehensive plan. View this project in conjunction with new transportation projects and outlet beach project.

22. Solid waste and recycling contract: present the findings of the committee on recycling and solid waste to the City Council and carry out the directions of the committee to implement a more responsible and efficient recycling program of the City. Remain aware of impacts on solid waste impacts including MMWAC.
23. Future of MMWAC: the end of the negotiated energy contracts, end of debt service, and changes in recycling will require the City to investigate the proper goals for the continued use and investment in MMWAC. Long-term priorities and costs must be evaluated to assure the best return in our investment.
24. Public Works union contract negotiations: present to the City Council the current contract and possible options to use to negotiate the next contract. As part of this

- presentation show the pros and cons of using an outside negotiator for the contract. Primary focus should be the goals and objectives of the next contract.
25. New Initiative on Union Contracts: develop a multi-year plan to “restructure” how pay and benefits of all employees are funded.
  26. Route 4 engineering and land use planning from East Auburn to Lake Shore Drive: in addition to the East Auburn Projects the City needs to work with ATRC and MDOT to complete the Locally Administered Project to widen Route 4 for a turning lane at Lake Shore Drive.
  27. Downtown transportation center construction and operations plan: Lease will be signed with Hannaford by January 30<sup>th</sup>. Contract with Casco Bay Architects is pending. Construction must be complete by September 2014 to utilize federal funding.
  28. Commuter service to Portland (bus planning and city policy): ATRC is coordinating on behalf of the 2 cities with PACTS for a future meeting and next steps.
  29. Downtown passenger rail policies and implementation strategies: City staff has presented the changes for our comprehensive plan. When these changes are adopted staff will begin to coordinate more with partner agencies on changing their policies.
  30. Complete street implementation/ Bike/ped ordinances: Staff is working with the committee to present language to the Council to convert this policy to ordinance.
  31. Organizational assessment of LATC and Auburn transit needs for the future: LATC has agreed to this process. Steps are pending.
  32. Organizational assessment of ATRC and use of federal funds to meet Auburn transportation/economic needs: ATRC members are still working with committee to begin this process.
  33. Matrix study review and implementation prioritization of policies: Fire Department is preparing a written report of all steps taken, what remains, and financial impacts of those remaining.
  34. EMS Transport/United Ambulance Contract: Working with United to confirm their position and then update Council for them to adopt a direction.
  35. Fire union contract negotiations : done
  36. Police union contract negotiations: Patrol is still open, Command is complete.

37. School Committee Strategic planning: School has started.
38. Future of high school education/EL facilities: discussions still occurring at staff level. Clear direction is still to come. Overall Auburn is waiting for funding from State which appears to be within the next 2 to 5 years.
  
39. Canal legal matter: Waiting on a response from Lewiston to recent questions.
40. 911 Dispatch/County dispatch issue resolution: Options with attorney. Waiting for next steps to be agreed by both Lewiston and Auburn.
41. City consolidation charter commission: Charter Commission to be elected in June.